Frontline Public Service Practice

Access, communication, referral, and service quality

PUBLIC SERVICE PROFESSIONAL COLLECTION
Public Service Agency
CSUC-PSP-004

Where This Book Fits

> **Collection:** PUBLIC SERVICE PROFESSIONAL COLLECTION
>
> **Pathway:** Public Service Agency
>
> **For:** Frontline staff; supervisors
>
> **Purpose:** Support respectful, consistent public-facing service.

How to Use This Book

Read from the beginning for a guided introduction, or use the contents and topic finder to locate specific material. Source modules retain their recorded order and identity. Where local law, policy, or professional direction applies, consult the controlling authority.

Connection to the Civic Station Library

This volume is part of the Civic Station Universal Core library. The source archive remains the durable record; this book provides a reader-oriented route through selected material.

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Main Content

Selected Source Materials

> This section presents selected source materials related to the purpose of this volume.

Public Service Agency Pathway

Title: Public Service Agency Pathway

Purpose: Provide a practical entrance for agencies delivering services to residents, institutions, or communities.

Relationship to Universal Core: The pathway organizes Universal Core references around service systems and operations without directing agency mandates, eligibility rules, or professional practice.

Intended audience: Agency executives, program managers, frontline service staff, quality teams, records personnel, technology staff, and partner organizations.

WHY THIS PATHWAY MAY BE RELEVANT

Public service agencies connect mission, governance, workforce, processes, information, access, service quality, accountability, and community outcomes.

Starting documents:

- CSF-0005 — Understanding Civic Systems
- CSA-3210 — Civic Services Architecture Framework
- CSA-3211 — Governance Framework
- CSA-3212 — Planning Framework
- CSA-3213 — Operations Framework
- CSA-2440 — Service Management Architecture Framework
- OM-002 — Civic Station Operations Handbook

Recommended next areas:

- Service design and accessibility
- Workforce, workflow, and case-related operations
- Records, privacy, and information stewardship
- Performance, quality, and improvement
- Partnerships and referral networks

Related pathways:

- STATE_GOVERNMENT_PATHWAY.txt
- COUNTY_GOVERNMENT_PATHWAY.txt
- JUDICIAL_ADMINISTRATION_PATHWAY.txt
- NONPROFIT_PATHWAY.txt

USE NOTE

This pathway is optional navigation, not a mandatory curriculum, operating directive, or assertion of authority. Applicable constitutions, laws, regulations, court rules, policies, professional standards, and duly assigned institutional authorities remain controlling. The complete Universal Core archive remains available when the starting set is too narrow for the question.

Archive Information:

Official Archive: https://xvf97n.s.gy/UniversalCore

Contact: universalcorecivics@gmail.com

Universal Core Service Quality Assurance Framework

CSA-2103 Civic Station Architecture Universal Core Service Quality Assurance Framework

Purpose

This document establishes the Universal Core Service Quality Assurance Framework for the Civic Station Universal Core. It defines the governance, processes, reviews, and improvement activities necessary to verify that Civic Station services consistently meet established standards while supporting continual organizational improvement.

Definition

Universal Core Service Quality Assurance is the structured process of planning, monitoring, auditing, evaluating, correcting, and improving service delivery to ensure dependable, mission-centered, and measurable civic outcomes.

Objectives

- Verify compliance with approved service standards. • Detect service

deficiencies early. • Promote continual quality improvement. • Strengthen accountability and transparency. • Increase public confidence in Civic Station services.

Guiding Principles

1. Quality assurance is preventive as well as corrective.

2. Reviews should be objective, fair, and evidence-based.

3. Findings should improve systems rather than assign blame.

4. Corrective actions should be documented and measurable.

5. Continuous improvement is a permanent operational responsibility.

Quality Assurance Domains

Standards Compliance - Policy adherence - Procedure verification - Documentation review - Operational consistency

Service Quality - Accuracy - Timeliness - Professionalism - Reliability

Performance Verification - Metric validation - Outcome measurement - Trend analysis - Benchmark comparison

Customer Experience - Community feedback - Accessibility - Responsiveness - Public trust

Continuous Improvement - Corrective actions - Preventive actions - Lessons learned - Best practice adoption

Quality Assurance Process

1. Establish quality criteria.

2. Monitor service delivery.

3. Conduct periodic reviews and audits.

4. Document findings.

5. Implement corrective and preventive actions.

6. Verify improvements.

7. Repeat as part of continual operational governance.

Quality Assurance Review Questions

- Are service standards consistently achieved?
- Are deficiencies identified promptly?
- Are corrective actions effective?
- Is quality improving over time?
- Is public confidence increasing?

Characteristics of Effective Quality Assurance

- Objective • Consistent • Evidence-Based • Transparent • Preventive •

Corrective • Mission-Centered

Relationship to Other Frameworks

This framework extends:

- CSA-2100 Universal Core Operational Architecture Framework
- CSA-2101 Universal Core Service Delivery Framework
- CSA-2102 Universal Core Service Standards Framework

It reinforces the Governance Architecture (CSA-2000 Series) and Enterprise Architecture (CSA-2091 through CSA-2099) by ensuring operational services are regularly reviewed, measured, and improved.

Editorial Guidance

Quality assurance should become part of everyday operations rather than an occasional inspection. Civic Station should cultivate a culture where evidence, feedback, and continual improvement are used to strengthen every service and increase long-term public value.

End of CSA-2103

Civic Station Community Network Service Quality Handbook Reference Edition V1.0.0

OM-193

CIVIC STATION COMMUNITY NETWORK SERVICE QUALITY HANDBOOK

America Together 2028 Reference Edition

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DOCUMENT INFORMATION

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Document ID: OM-193

Title: Civic Station Community Network Service Quality Handbook

Publisher: America Together 2028

Edition: America Together 2028 Reference Edition

Document Version: 1.0.0

Publication Year: 2026

References: CS-001 through CS-007 OM-001 through OM-192

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1. PURPOSE

This handbook establishes recommended practices for maintaining and improving the quality of services provided throughout connected Civic Station networks.

The community network service quality model provides a structured approach for defining expectations, measuring performance, identifying improvement opportunities, and ensuring services continue to provide meaningful value to communities.

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2. OBJECTIVES

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Civic Station service quality management should:

- Maintain consistent service standards • Improve community outcomes •

Measure service effectiveness • Identify improvement opportunities • Support accountability • Strengthen community trust

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3. SERVICE

QUALITY PRINCIPLES

Service quality should emphasize:

- Reliability • Accessibility • Responsiveness • Accuracy • Community

value • Continuous improvement

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4. SERVICE

QUALITY AREAS

Quality evaluation may include:

- Service availability • User experience • Response effectiveness •

Resource utilization • Communication quality • Outcome achievement

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5. QUALITY STANDARDS
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Organizations should establish:

- Service expectations • Performance measures • Evaluation methods •

Review schedules • Improvement criteria

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6. QUALITY MONITORING
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Civic Stations should maintain:

- Performance tracking • Community feedback systems • Service reviews •

Issue identification • Corrective improvement actions

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7. QUALITY REVIEW
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Organizations should periodically evaluate:

- Service performance • Community satisfaction • Operational consistency
- Improvement progress • Future quality requirements

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8.

DOCUMENTATION

Maintain records including:

- Quality standards • Performance measurements • Feedback records •

Review results • Improvement plans • Lessons learned

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9.

CONTINUOUS IMPROVEMENT

Civic Station service quality capabilities should evolve through experience, feedback, measurement, innovation, and changing community needs.

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10.

LONG-TERM OBJECTIVE

The long-term objective is to establish a trusted Civic Station service quality system that ensures services remain effective, reliable, community-focused, and capable of improving over time.

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END OF OM-193
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Civic Station Community Network Community Service Communication Handbook Reference Edition V1.0.0

OM-392

CIVIC STATION COMMUNITY NETWORK COMMUNITY SERVICE COMMUNICATION HANDBOOK

America Together 2028 Reference Edition

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DOCUMENT INFORMATION

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Document ID: OM-392

Title: Civic Station Community Network Community Service Communication Handbook

Publisher: America Together 2028

Document Version: 1.0.0

Publication Year: 2026

References: OM-001 through OM-391

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1. PURPOSE

This handbook establishes recommended practices for sharing service information, announcements, access pathways, and support resources with residents and communities within the Civic Station Community Network.

The Community Service Communication model provides a framework for creating reliable communication systems that help residents discover, understand, and access available community services.

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2. OBJECTIVES

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Community service communication should:

- Improve awareness of available services • Increase access to support

information • Connect residents with service systems • Support community participation • Strengthen service networks • Improve communication methods

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3.

COMMUNICATION PRINCIPLES

Community service communication should emphasize:

- Clarity • Accessibility • Accuracy • Reliability • Inclusion •

Continuous improvement

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4. SERVICE

COMMUNICATION AREAS

Community service communication may include:

- Service directories • Community announcements • Support information •

Program information • Access guidance • Opportunity sharing

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5.

COMMUNICATION DEVELOPMENT PROCESS

Organizations should support:

- Identifying information needs • Creating communication plans •

Organizing service information • Sharing updates • Receiving feedback • Improving communication systems

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6. SERVICE

COMMUNICATION CHANNELS

Civic Stations should provide:

- Service listings • Community information systems • Communication

platforms • Access instructions • Connection pathways • Feedback opportunities

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7.

COMMUNICATION MANAGEMENT

Organizations should maintain:

- Communication procedures • Service records • Update schedules •

Distribution methods • Review processes • Improvement plans

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8.

DOCUMENTATION

Maintain records including:

- Communication guidelines • Service materials • Program information •

Distribution records • Feedback information • Improvement recommendations

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9.

CONTINUOUS IMPROVEMENT

Civic Station community service communication capabilities should evolve through experience, feedback, measurement, innovation, and changing community needs.

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10.

LONG-TERM OBJECTIVE

The long-term objective is to establish a Civic Station service communication network where residents can easily discover available services, understand access pathways, and connect with community support systems.

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END OF OM-392

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Universal Service Management Framework

CSA-030 — Universal_Service_Management_Framework
Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for planning, delivering, operating, supporting, and continually improving the services provided by Civic Station deployments.

2. OBJECTIVES

- Deliver reliable civic services.
- Improve user experience.
- Standardize operational practices.
- Clarify service ownership.
- Encourage continual improvement.
- Support transparent accountability.

3. SERVICE MANAGEMENT PRINCIPLES

Services should be:

- Reliable
- Accessible
- Documented
- Measurable
- Responsive
- Continuously improved

4. SERVICE CATALOG

Each deployment should maintain a catalog describing available services, including:

- Service name
- Purpose
- Owner
- Target audience
- Availability
- Dependencies
- Support contacts

5. SERVICE LIFECYCLE

Services should progress through defined stages:

- Proposal
- Design
- Development
- Testing
- Deployment
- Operation
- Review
- Retirement

6. SERVICE LEVELS

Organizations should establish measurable service expectations, including:

- Availability
- Response time

- Resolution targets
- Maintenance windows
- Recovery objectives

7. SUPPORT

Support processes should include:

- Incident reporting
- Request handling
- Escalation procedures
- Knowledge resources
- User communications

8. PERFORMANCE REVIEW

Service performance should be evaluated using operational metrics, user feedback, audit findings, and improvement initiatives.

9. CONTINUAL IMPROVEMENT

Lessons learned from operations should drive updates to documentation, technology, workflows, and service delivery methods.

10. SUCCESS CRITERION

Every Civic Station deployment should provide dependable, well-documented, and continuously improving services that effectively support civic knowledge, education, and community engagement while remaining aligned with the Universal Core architecture.

Universal Information Governance Information Governance Service Management Framework

CSA-186 — Universal Information Governance Information Governance Service Management Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for managing Information Governance services throughout the Civic Station ecosystem. Information Governance Service Management ensures that governance capabilities are delivered as reliable, measurable, and continuously improving services that support organizational objectives.

2. OBJECTIVES

- Establish consistent governance service management practices.
- Define governance services and ownership.
- Improve service reliability and quality.
- Support stakeholder needs.
- Enable measurable service performance.
- Align service management practices with the Universal Core architecture.

3. INFORMATION GOVERNANCE SERVICE MANAGEMENT PRINCIPLES

Service management shall be:

- Service-oriented
- Reliable
- Responsive
- Measurable
- User-focused
- Governed

4. SERVICE MANAGEMENT MODEL

Each governance service should define:

- Service purpose
- Service owner
- Service users
- Service requirements
- Service delivery methods
- Performance expectations
- Support procedures
- Escalation processes
- Review schedule
- Governance status

5. SERVICE MANAGEMENT LIFECYCLE

Service activities include:

- Service identification

- Service design
- Service implementation
- Service delivery
- Service monitoring
- Service review
- Service improvement

6. SERVICE MANAGEMENT CONTROLS

Organizations may implement:

- Service catalogs
- Service level agreements
- Service performance reviews
- Support workflows
- Service monitoring systems
- Service improvement plans

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Service availability
- Service response times
- User satisfaction
- Service quality
- Issue resolution
- Governance maturity

8. GOVERNANCE

Leadership shall establish service management standards, define service ownership, oversee service delivery, approve service requirements, allocate resources, and ensure consistent Information Governance Service Management throughout the enterprise.

9. CONTINUAL IMPROVEMENT

Service management practices should evolve through performance reviews, stakeholder feedback, audits, assessments, technology improvements, governance reviews, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed Information Governance Service Management framework that delivers reliable governance services, supports stakeholder needs, and strengthens operational effectiveness, accountability, and trust throughout the Universal Core architecture.

Universal Information Governance Information Governance Service Continuity Framework

CSA-189 — Universal Information Governance Information Governance Service Continuity Framework Version: Draft 0.1 Series: Civic Station Architecture Status: Architecture Planning Document

1. PURPOSE

This framework establishes a standardized approach for maintaining continuity of Information Governance services throughout the Civic Station ecosystem. Information Governance Service Continuity ensures that governance services, service delivery capabilities, and supporting functions remain available during disruptions, transitions, and changing operational conditions.

2. OBJECTIVES

- Establish consistent service continuity practices.
- Protect critical governance service delivery.
- Reduce service interruption impacts.
- Support resilient service operations.
- Maintain stakeholder access to governance capabilities.
- Align service continuity practices with the Universal Core architecture.

3. INFORMATION GOVERNANCE SERVICE CONTINUITY PRINCIPLES

Service continuity shall be:

- Resilient
- Prepared
- Reliable
- Recovery-oriented
- Service-focused
- Governed

4. SERVICE CONTINUITY MODEL

Each service continuity program should define:

- Critical governance services
- Service dependencies
- Continuity requirements
- Recovery priorities
- Alternative delivery methods
- Service ownership
- Communication requirements
- Testing procedures
- Review schedule
- Governance status

5. SERVICE CONTINUITY LIFECYCLE

Service continuity activities include:

- Service analysis

- Continuity planning
- Preparation
- Testing
- Activation
- Service restoration
- Validation
- Review
- Improvement

6. SERVICE CONTINUITY CONTROLS

Organizations may implement:

- Service continuity plans
- Dependency assessments
- Alternate service procedures
- Continuity testing
- Recovery coordination
- Service restoration reviews

7. PERFORMANCE INDICATORS

Organizations should monitor:

- Service continuity readiness
- Service recovery time
- Availability during disruption
- Stakeholder access success
- Continuity test results
- Governance maturity

8. GOVERNANCE

Leadership shall establish service continuity standards, identify critical governance services, define continuity responsibilities, oversee testing, allocate resources, and ensure consistent Information Governance Service Continuity throughout the enterprise.

9. CONTINUAL IMPROVEMENT

Service continuity practices should evolve through testing, incidents, performance reviews, audits, technology changes, stakeholder feedback, governance assessments, and lessons learned.

10. SUCCESS CRITERION

Every Civic Station deployment should maintain a governed Information Governance Service Continuity framework that ensures essential governance services remain available and recoverable while strengthening resilience, reliability, trust, and accountability throughout the Universal Core architecture.

Operational Enterprise Service Delivery Systems Handbook

OM-1258 Operational Enterprise Service Delivery Systems Handbook

Purpose

The Operational Enterprise Service Delivery Systems Handbook establishes a framework for planning, coordinating, delivering, evaluating, and continually improving the services provided by Civic Stations. Enterprise service delivery ensures that educational resources, volunteer support, public information, community assistance, and organizational programs are delivered consistently, reliably, and in alignment with the mission.

Objectives

- Establish a consistent service delivery framework. • Improve

reliability and quality of civic services. • Coordinate service delivery across Civic Stations. • Encourage continual improvement through stakeholder feedback. • Sustain mission effectiveness through dependable operations.

Enterprise Service Delivery Principles

1. Every service should directly support the mission.

2. Services should be designed around community needs.

3. Consistency improves trust and organizational effectiveness.

4. Feedback should guide service improvements.

5. Service quality should be measurable whenever practical.

6. Collaboration strengthens service delivery.

Service Delivery Lifecycle

1. Identify service requirements and beneficiaries.

2. Design service standards and delivery methods.

3. Prepare people, resources, and supporting systems.

4. Deliver services according to documented procedures.

5. Measure service quality and outcomes.

6. Collect stakeholder feedback.

7. Improve services using lessons learned.

8. Repeat the service delivery improvement cycle.

Service Focus Areas

Examples include: • Civic education • Volunteer onboarding • Community outreach • Information services • Public communications • Training programs • Partnership support • Resource distribution

Management Practices

Organizations should: • Maintain documented service standards. • Define service ownership and responsibilities. • Monitor service quality using objective indicators. • Preserve records of service improvements. • Coordinate service delivery across Civic Stations. • Align all services with mission objectives.

Measures of Success

Effective enterprise service delivery may be reflected by: • Reliable and consistent services • Higher stakeholder satisfaction • Improved mission outcomes • Better coordination among Civic Stations • Increased operational efficiency • Sustained mission fulfillment

Relationship to Other Manuals

OM-1258 builds upon OM-1257 Operational Digital Civic Infrastructure Systems by applying organizational and digital capabilities to the consistent delivery of civic services. It establishes the foundation for future manuals covering Civic Digital Operations, Enterprise Service Assurance, and the continued evolution of Civic Stations.

End of OM-1258

Operational Enterprise Service Assurance Systems Handbook

OM-1260 Operational Enterprise Service Assurance Systems Handbook

Purpose

The Operational Enterprise Service Assurance Systems Handbook establishes a framework for ensuring that Civic Station services consistently meet defined quality, availability, reliability, and mission performance expectations. Service assurance extends beyond delivering services by continuously verifying that services remain effective, dependable, secure, and responsive to community needs throughout their operational lifecycle.

Objectives

- Verify that services consistently meet organizational standards. •

Improve service reliability and stakeholder confidence. • Detect and correct service degradation before it affects the mission. • Strengthen accountability through objective service measurements. • Sustain dependable mission delivery across Civic Stations.

Enterprise Service Assurance Principles

1. Service quality should be continuously verified.

2. Measurement should be objective and repeatable.

3. Prevention is more effective than reaction.

4. Corrective actions should address underlying causes.

5. Assurance activities should strengthen—not burden—operations.

6. Continuous assurance supports continual improvement.

Service Assurance Lifecycle

1. Define service expectations and quality standards.

2. Establish service performance indicators.

3. Monitor operational performance continuously.

4. Detect deviations and service risks.

5. Investigate root causes and implement corrective actions.

6. Verify restoration of expected service levels.

7. Document lessons learned and update assurance practices.

8. Repeat the service assurance cycle.

Service Assurance Focus Areas

Examples include: • Service availability • Service reliability • Response and resolution times • User satisfaction • Operational quality

- Security compliance • Communications effectiveness • Mission outcomes

Management Practices

Organizations should: • Maintain documented service assurance procedures. • Review service metrics on a scheduled basis. • Preserve service incident and assurance records. • Conduct periodic assurance reviews. • Share successful assurance practices across Civic Stations. • Align assurance activities with mission objectives.

Measures of Success

Effective enterprise service assurance may be reflected by: • Higher service reliability • Reduced recurring operational issues • Improved stakeholder confidence • Faster restoration of services • Better mission performance • Sustained mission fulfillment

Relationship to Other Manuals

OM-1260 builds upon OM-1259 Operational Civic Digital Operations Systems by establishing a formal assurance framework that verifies digital and operational services continue to meet mission expectations. It establishes the foundation for future manuals covering Digital Mission Assurance, Enterprise Operational Trust, and the continued evolution of Civic Stations.

End of OM-1260

Reference and Library Connections

Glossary and Term Locator

Service
: See the source modules and topic finder for uses of this term.

Quality
: See the source modules and topic finder for uses of this term.

Should
: See the source modules and topic finder for uses of this term.

Governance
: See the source modules and topic finder for uses of this term.

Services
: See the source modules and topic finder for uses of this term.

Information
: See the source modules and topic finder for uses of this term.

Improvement
: See the source modules and topic finder for uses of this term.

Assurance
: See the source modules and topic finder for uses of this term.

Framework
: See the source modules and topic finder for uses of this term.

Delivery

See the source modules and topic finder for uses of this term.

Operational
: See the source modules and topic finder for uses of this term.

Continuity
: See the source modules and topic finder for uses of this term.

Communication
: See the source modules and topic finder for uses of this term.

Management
: See the source modules and topic finder for uses of this term.

Topic and Source Finder

- Public Service Agency Pathway
- Universal Core Service Quality Assurance Framework
- Civic Station Community Network Service Quality Handbook Reference Edition V1.0.0
- Civic Station Community Network Community Service Communication Handbook Reference Edition V1.0.0
- Universal Service Management Framework
- Universal Information Governance Information Governance Service Management Framework
- Universal Information Governance Information Governance Service Continuity Framework
- Operational Enterprise Service Delivery Systems Handbook
- Operational Enterprise Service Assurance Systems Handbook

Related Publications

- Public Service Agency Starter (CSUC-PSP-001)
- Public Administration Core (CSUC-PSP-002)
- Civic Station Foundations (CSUC-FND-001)
- Core Reference Edition (CSUC-REF-001)

Archive Connection

The Civic Station source archive remains the source record for this publication and the larger library.

Edition Information

CSUC-PSP-004
Civic Station Universal Core
English-language publication master

What to Read Next

Continue with a related publication above or consult the complete library catalog for another pathway.